

**FACTORS AFFECTING EMPLOYEE PERFORMANCE IN THE PUBLIC  
SECTOR IN KENYA: A CASE STUDY OF KENYA PORTS AUTHORITY  
(KPA)**

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### **DECLARATION**

This project is my original work and has not been presented for a degree in any other University.

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## **DEDICATION**

I gratefully dedicate the research project to my family and friends who have been supportive and encouraging.

### **ACKNOWLEDGEMENT**

I would sincerely extend my gratitude to my supervisor Mr. David Kanyanjua for his encouragement and tireless effort to ensure my project is a success. Special thanks go to The Management University of Africa for granting me an opportunity to pursue my education at their premises.

## **ABSTRACT**

The main purpose of the study was to determine factors affecting employee performance in the public sector in Kenya. The specific objective of the study was to determine the effect of Training, work environment, leadership and remuneration on employee performance in the public sector in Kenya. The study used Vroom's Expectancy Theory, Human Capital Theory, Herzbergs Two Factor Theory to provide a theoretical framework related to the study. The study employed descriptive research design. The target population was 220 employees from human resource department. Stratified random sampling technique was used to divide the target population into stratus. Open and closed ended questionnaires were used to collect information from the respondents. Data was analyzed and presented using qualitative and quantitative techniques. Statistical Packages for Social Sciences (SPSS) were used to code data into the system before analysis is done. The findings reveal that 63% of the respondents agreed with the statement while 37% of the respondents stated otherwise. Majority of the respondents at 73% of the respondents agreed that working environment influenced employee performance in the public sector, 62% of the respondents agreed that leadership style influenced employee performance in the public sector and 69% of the respondents agreed remuneration influenced employee performance in the public sector. The study recommends that training and development programmes within the organization should be employee driven. This will enable employees to familiarize themselves with necessary skills required and avail employee development plan that will foster performance levels in the organization; The organization should ensure that leadership style employed does not hinder employee growth and development. To achieve this, the organization must enhance management skills to ensure supervisors practice positive leadership that will allow employees to have a sense of belonging; Working environment in any organization determines the employee performance levels to a great extent. Based on this, the organization should ensure that the working environment fosters a culture of creativity and innovation. Enhancing employee creativity levels stimulates their functionality thus encouraging them to think outside the box; Remuneration policy in the organization should be flexible enough to accommodate employee needs and wants that are essential towards their performance. This can be achieved through provision of straight forward compensation plan that provides a timely feedback on common issues affecting employee performance.

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### **LIST OF ABBREVIATIONS**

<b>ERSWEC</b>	Economic Recovery Strategy for Wealth and Employment Creation
<b>GOK</b>	Government of Kenya
<b>KPA</b>	Kenya Ports Authority
<b>MLQ</b>	Multifactor Leadership Questionnaire
<b>SPSS</b>	Statistical Packages for Social Sciences
<b>SRC</b>	Salary and Remuneration Commission

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.0 Introduction**

This chapter discussed the background to the study, statement of the problem, the objectives that the study will meet, research questions, justification of the study, scope of the study and summary of the chapter.

#### **1.1 Background**

From a global perspective, employee performance and productivity is a fundamental concept in many world economies. Choudry (2009) in his study on the Determinants of Labor Productivity, notes that Africa and south Asian countries (except India) performance in labor productivity is not very encouraging. For instance, in African, sub Saharan Africa experienced the lowest rate of labor productivity compared to other regions in Africa. The author further revealed that more focus should be on empowerment through increasing education attainment of employees with an aim of attracting financial investment from foreign countries. Thus, organization productivity levels highly depend on human resource management practices. Consequently, Abdulla (2009) points out that training and development, team work, human resources planning and performance appraisal are correlated with an organizations business performance.

Over the recent years, there has been a call around the world to improve the performance of the public-sector organizations to enhance employee performance and productivity. This was based on the fact that public sector organizations employ large number of people from the significant amount of funding they receive from the government, donors and the public through taxes. Within the public sector, restructuring and reforms have been instituted to improve employee performance and efficiency but from the experience of many public workers, it is apparent that redundancies, work intensification and allocation of incompetent job roles has not shifted delivery of services in the public-sector realm (Boyle, 2006).

In order to distinguish ways in which organizations embrace performance, Alex (2008) distinguished performance in two ways. The author defined standard performance as the amount of effort some individual puts to perform a particular task with an aim of satisfying organizational role. Standard performance is mainly driven by hygiene factors that may hinder employee motivation since it does not influence productivity in any way. On the contrary, Alex opines that elevated performance can be linked to an employee devoting his/her time and effort by going an extra mile to fulfill organizational commitment and goals without affecting his own personal ambitions. Thus, employees are devoted to an organization if they embrace commitment as their driving force.

From the author's perspective, it was clear that organizations will definitely support employees committed to elevated performance. However, hygiene factors have to be met first before such a prominent move is made by the management team. Commitment drivers, by themselves, cannot lead to improved performance unless the basic hygiene factors are in place first (Alex, 2008).

Locally, report by Salaries and Remuneration Commission (2016) stated that "Kenya adopted the Vienna Declaration on Building Trust in the Government which was arrived at during the Global Forum on Reinventing the Government held in Vienna, Austria, in 2007. Among the initiatives were; service delivery and access, transparency & accountability, increased access to information and communication technology, public private partnerships and innovation in public sector". According to Hope (2012), capacity building, better pay and benefits were also introduced to attract and retain managerial talent in the competitive market economy, a fact incorporated by Salaries and Remuneration Commission.

Training and development facilitates the updating of skills and leads to increased, commitment, wellbeing and sense of belonging, thus directly strengthening the organization's competitiveness (Acton and Golden, 2002). Thus, the purpose of training and development is to equip employees with relevant skill sets and will encourage them to performance their duties in the long run.

Workplace environment depicts the cohesive bond employees have among themselves and the physical association that breeds a conducive workplace place that fosters productivity. Every organization has key factors that empower working environment that significantly increase employee's level of performance. In addition to motivation, employees need skills and ability to do their job effectively (Chandrasekar, 2011).

On reward, Armstrong and Murlis (2007) noted that reward systems and recognition are consistently acknowledged by organizations and managers as an important tool in motivating individual employees. Organizations that institute employee compensation systems have a main agenda of driving key organization aspects that employees should adhere to which clearly sends an authoritative stand by the organization. Organization measure and reward employees based on their behavior and overall work performance.

Kenya developed an economic Social Pillar under the blueprint that will spearhead economic growth from 2008 to 2030. The main aim of the social pillar was to steer employee performance across all government organizations by 2030. Vision 2030 clearly stipulates the significance of Human resource practice towards effective and efficient quality service delivery to the general public and attainment of the vision. Kenya Vision 2030 was formulated after successful implementation of the Economic Recovery Strategy for Wealth and Employment Creation (ERSWEC) strategy responsible for raising Growth Domestic Product from 0.6% in early 2003 to 7.1% in 2007 (Kenya Vision 2030, 2007).

#### **1.1.1 Profile of Kenya Ports Authority (KPA)**

Kenya Ports Authority was established in 1978 under the Act of Parliament. Its major role was to manage and operate cargo and transit activities at the port of Mombasa along other Kenyan coastline towns of Lamu, Malindi, Mtwapa, Kilifi, Funzi, Vanga and Kiunga. The company also manages Container depots in Eldoret, Kisumu and Embakasi and Kenyans inland waterways.

Kenya Ports Authority plays a critical position towards the achievement of vision 2030. This is so because ports have been singled out as the driving force and the government hence has laid a lot of stress on KPA by supporting various projects being carried out by it (GOK, 2013). For KPA to remain relevant and obtain its goals, it has adopted various motivational techniques including determinants of employees' performance. The company aims to enhance and motivate employees who can help it achieve its

objectives in the long run. In addition, the company has developed a Human Resource Management Plan which guides them on how it can achieve its long-term goals. In the KPA's strategic plans, there are the behavioral determinants of employee performance patterns. However, despite their value, performance reviews from the company are a frequently a rote task rather than a productive and engaging process for both the management and its employees (GOK, 2010). Based on this, the company is best suited for this study with an aim of understanding employee performance in the Kenyan public sector.

## **1.2 Statement of the Problem**

The concept of employee performance in the public sector is a subject under discussion both locally and internationally. Many public-sector organizations have failed in their mandate to improve employee performance with an aim of intensifying service delivery to the public. Going by the financial year 2009/ 2010 performance contracting results, Kenya Ports Authority did not attain its expectations in spite of the government having given it greater allocation of the budget (GOK, 2010).

According to Odhiambo (2008), limited knowledge and competence building within the workforce compromised quality and limited access to information on programme-based budgeting have hindered employee performance in public service leading to poor service delivery. Appreciating the authors' sentiments into the study will definitely contribute to the current study even though the findings were limited to capacity building and budgeting programmes. It was also apparent that poor leadership and work systems hinder employee performance in most public-sector organizations. Thus, experienced performance challenges hinder prospects of achieving its desired goals. Based on this, the study focused on factors affecting employee performance in the public-sector organizations in Kenya.

## **1.3 Objectives**

### **1.3.1 General Objective**

To establish factors affecting employee performance in the public-sector organizations in Kenya.

### **1.3.2 Specific Objectives**

- i. To establish how training and development affects employee performance in public-sector organizations in Kenya.
- ii. To determine how work environment affects employee performance in public-sector organizations in Kenya.
- iii. To find out how leadership affects employee performance in the public-sector organizations in Kenya.
- iv. To establish how remuneration affects employee performance in public-sector organizations in Kenya.

### **1.4 Research Questions**

- i. To what extent does training and development affect employee performance in the public-sector organizations in Kenya?
- ii. In what ways does work environment affect employee performance in public-sector organizations in Kenya?
- iii. What is the effect of good or bad leadership on employee performance in public-sector organizations in Kenya?
- iv. How does remuneration affect employee performance in public-sector organizations in Kenya?

### **1.5 Justification of the Study**

The study will help Kenya Ports Authority to understand issues concerning employee performance and develop measures to address employee needs. Human resource managers will use the study as a documentation guide to implement employee compensation needs and wants that hinder their performances.

Other researchers may use the study as a source of reference guide when conducting their own research. They may also critic areas not addressed by the researcher through adding knowledge to the existing literature.

### **1.6 Scope of the Study**

The study focused on factors affecting employee performance in the public sector in Kenya. The study was confined at Kenya Ports Authority, Nairobi Branch Inland Container Depot located along Mombasa Road in Embakasi. The study targeted 220 employees. The study took a period of two months from April 2018 to May 2018.



## **1.7 Chapter Summary**

The chapter explains background information, statement of the problem in relation to the study, justification of why the research is being done, challenges facing State Corporations and the geographical scope of the study.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

The main aim of this chapter was to present the concept of employee performance based on past literature from various scholars. Theoretical review highlights theories related to employee performance, empirical review avails relevant studies applicable to each variable, summary and gaps provides areas not addressed by the researcher and conceptual framework shows the relationship between variables.

#### **2.1 Theoretical Literature Review**

##### **2.1.1 Vroom's Expectancy Theory**

Victor Vroom developed and advanced the theory of expectancy in 1964. According to Vroom, expectancy theory explains how employee's behavior is shaped and adjusted with an aim of reaching a specific valued goal set by themselves. He further asserted that employees modify their behaviors to suite a particular environment that enables them to advance and achieve their goals. This theory underlies the concept of performance management as it is believed that performance is influenced by the expectations concerning future events (Salaman et al, 2005).

It is also apparent to note that expectancy theory makes employees to perceive that they can achieve desired goals and performance by implicating a certain level of performance improvement metrics efforts. For instance, many sales people will project high sales volume once they have an assurance that their sales units increase based on the number of extra hours they are willing to employ. On the contrary, expectancy will definitely be low even if they put in more hours to work on improvement metrics. Thus, employees who have high expectancy ratio are motivated than those with low expectation. In the above example, the salesperson is likely to work overtime to achieve her goal of selling more units (Shields, 2007).

On the contrary, authors such as Bose (2004) views expectancy theory as a premise that yields unreasonable accounts based on the fact that few people perceive strong association between performance and reward mechanisms at their workplace. The author opines that the concept of expectancy theory can only function more appropriately in organizations and states with high rates of motivating metrics. From Bose's perspective, organizations reward people based on their senior positions, ranks

amount of extra time or hours put in a particular task, challenges experienced performing hectic duties and the level of skills and competency required rather than performance. This clearly explains why organizations have low rates of employee performance efforts.

In relation to the study, the theory explains why employee performance is unrealistic to employees and why it is attributed to low performance levels. The theory also reveals how employee behavior can be linked to their performance and measures in place to curb such incidences which in turn will be significant to the study.

### **2.1.2 Human Capital Theory**

The concept of human capital theory was first envisioned and proposed by Schultz in 1961 and later developed by Becker in 1994. According to Becker (1994), he stipulated that the education and training are fundamental towards developing workers knowledge and skills with an aim of increasing their future earnings in the long term.

Consequently, the theory explains clearly the important factors to consider when evaluating future investment on workers. These factors include evaluation of net present value costs and benefits based on an individual's decision. Thus, employee find it difficult not only to perform but also to measure their worth, but also make informed decisions concerning their future. In order to understand the concept of human capital theory, Becker (1994) compared the concept to physical means of production in factories and machines. The output of any product is highly dependent on the amount of time, effort and skills at work. In connection to human capital theory, Becker human capital can be associated to investment in education, employee training and medical care. Thus, human capital theory can be viewed as a means of production through which investment yields produces more output than the initial investment. However, the author affirms that Human capital should not be linked to land, labor and fixed capital.

Olaniyan and Okemakinde (2008) in their studies titled 'Human Capital Theory: Implications for Educational Development' focused on the benefits of human capital to the nation as a whole. According to Olaniyan and Okemakinde (2008) 'Many of the classical economists argued strongly for government's active support of education on the grounds of the positive externalities that society would gain from a more educated labour force and populace'. While formal education has expanded rapidly in many countries, a large portion of human capital accumulation in the forms of on-the-job

training and other modes for working adults actually take place both inside and outside the workplace (Jin, 2001).

In bid to understand the implication of human capital theory in education and development, Olaniyan and Okemakinde (2008) analyzed the impact of human capital theory to an economy or nation. The authors found that there is a significant relationship between education and a nation's economic growth. In agreement, Jin (2001) stipulated that investment in formal education among employees in government institutions increased human capital accumulation in terms of workplace training programmes that encompass both internal and external training sessions.

On the contrary, increase in formal education efforts has not increased economic growth and gains based on the fact that the quality of education is declining. According to Livingstone (1997), one of the major challenges of human capital theory is that many employees who have invested heavily on formal education are usually not in a position to acquire quality jobs that would increase their household income.

Applying the theory to the study, the concept of human capital theory explains important fundamentals that are highly linked to employee performance. Organizations that invest less on employee development and training will definitely experience low performance output from employees.

### **2.1.3 Herzberg's Two Factor Theory**

Employee performance can easily be understood under the concepts of Herzberg's two-factor theory where he studied factors that motivate and stimulate employee productivity. Relating his work with Maslow theory, Herzberg observed that satisfying employee needs will never be motivated unless their needs and standards are met. He maintained that the basic benefits such as salaries and other facilities for example an adequate working space, do not necessarily ensure that employees are happy and satisfied (Mehmood, Irun & Ahmed, 2012). Thus, satisfying employee needs is a major step towards improving their performance.

The theory also explains the main reason why employee needs must be fulfilled and satisfied before any commencements are initiated. Factors such as hygiene and financial rewards must be met first before other motivating factors can be initiated to stimulate and enhance the desire of employees to work even harder on their work prospects. Thus, management team in organizations must meet both the physiological and psychological

needs of their staff. This is because these factors have positive significant association with the overall employee performance and career progression. In short, it is almost impossible for organization to function well without fulfilling employee's hygiene factors.

Another aspect of Herzberg's Motivation-hygiene theory is that it categorizes two important motivational concepts as intrinsic and extrinsic. Intrinsic is mainly based on interpersonal relationship, employee achievement and measure of employee responsibility. On the contrary, extrinsic motivation is based on hygiene factor that stimulate employee performance levels such as salary increment, conducive working environment and organization policies in place. These factors will either increase or decrease employee performance depending on how they are implemented across the organization (Mehmood et al, 2012).

Applicable to the study, the theory will enable the study to identify important factors that hinder employee performance in the public-sector organizations. Moreover, concepts from the theory was used to develop research questionnaires to investigate further factors that presently influence employee performance specifically in the public-sector domain.

## **2.2 Empirical Literature Review**

### **2.2.1 Training and Development and Employee Performance**

Abeeha and Bariha (2012) did a study to understand the relationship between employee training needs with competitiveness within privately owned organizations. Out of 35,386 employees from five major banks, the study sampled 395 respondents who were equally representative of the five banks. The study results observed that there is not only a positive relationship but also a significant bond between employee training needs and competitiveness. However, the authors finding failed to state the context at which their research aimed at. Thus, need for further research to address gaps.

In order to the impact of training and development programmes on employee performance in manufacturing organizations, Raja (2011) surveyed 100 respondents working in human resource department. The study availed that there is significant correlation between training and employee performance which was highly linked to competitive advantage in the organization.

Abang, May, and Maw (2009) conducted a study titled Human Resource Practices and Organizational Performance. In order to have a conclusive outcome, 85 privately owned companies in industrial Sarawak region in Malaysia voluntarily were selected to participate in the study. The findings depicted that training and information technology were highly correlated with organizations' overall performance. Thus, training and technology are the most common human resource management practices that stimulate organization performance.

A study by Gong (2009) evaluates employee learning orientations process and how they are related to transformational leadership. To avail his findings, the author sampled 240 middle level managers and supervisors working in international joint venture company in China. After analysis through inferential statistics, the findings revealed that employee personality is mainly affected by psychological mechanisms which influence the association between employee creativity and transformational leadership. It was also noted that transformational leadership has a positive relationship with employee productivity and creativity. Moreover, majority of middle level managers opined that transformational leadership in the organization is moderated by creative personality of employees. Relating Gong's findings to the study, important insights can be replicated in the public-sector organizations to address leadership gaps that hinder employee performance in public sector organizations. However, the study did not expound on possible human resource management strategies that would yield employee productivity in the long run.

In order to find out the relationship between capacity building and employee productivity based on their performance records in commercial banks, Mutsotso and Wanyama (2010) targeted Human resource managers, financial analysts and supervisors who have a clear understanding of day to day operations in the bank. The findings revealed that training and developments increased employee skills and influenced their effectiveness when conducting their duties. The findings imply that increasing capacity building programmes in organizations improves employee performance.

### **2.2.2 Work Environment and Employee Performance**

A study done by Gitahi (2014) the working conditions influenced staff performance at Commercial Bank of Africa in Nakuru. The findings showed that psychosocial aspects are an important factor in boosting the performance of employees than the physical workplace factors and work life factors. However, the study did not provide predictive models used to determine the influence of psychosocial aspects towards employee performance.

In order to find out the extent to which workplace environment affects employee performance, Naharuddin and Sadegi (2013) studied 139 respondents using descriptive survey research. The findings of the study showcased that support from the management team did not influence employee performance while job aid and physical workplace environment had a significant relationship towards employees' performance.

A study by Amusa, Iyoro & Olabisi (2013) examined the effect of Work Environments and Job Performance of Librarians in Public Universities in South-West Nigeria. The findings revealed that there is significant correlation between work environment and job performance in libraries. However, the study did not indicate the context to which such variables were measured to distinguish their association with workplace environment and employee overall performance.

Niemela, Hannula, Routio, Reijula & Railio (2002) did a study titled the effect of air temperature on labour productivity in call centers. The study's main focus was on two main call centers because the work in the call centers was a perfect representation of a typical workplace in a telecommunication company. The study employed observational and intervention design approaches which revealed that there was decrement in work performance when temperatures are high, and low temperature in relation to performance of manual tasks. The findings further indicated that office design encourages employees to work in a certain way by the way their work stations are built. Though the context of the study was in a call centre, the study used the same measures to find out whether they would yield the same results when employed in public sector organizations.

On the other hand, Khan et al. (2011) investigated the influence of workplace environment on employees' performance among a sample of 150 respondents from the education sector in Pakistan. The study findings indicated that extrinsic motivation in an organization influenced the performance patterns of most employees.

Chandrasekar (2011) studied workplace environment and its impact on organizational performance. The study employed descriptive research design which encompassed collection of both primary and secondary data. The study targeted 285 respondents selected from different departments across the organization. The findings showed that factors of workplace environment are determined by need to perform a particular task, support from the supervisory and management team, promotional opportunities available, employee performance indicators, set objectives, mentorship programs in place, employee reward programs and the workplace surrounding.

A study by Kahya's (2007) analyzed the impact of job characteristics and working conditions on job performance in a manufacturing setting. The targeted 154 employees from various department within the organization. The results showed that there were substantial relationships between employee performance both job grade and environmental conditions. The findings further revealed that unsustainable workplace environment decreased employee performance which lowers employee creativity, task and leads to increase in absenteeism.

### **2.2.3 Leadership and Employee Performance**

Locally, a study by Anyango (2015) set to establish how leadership style affected the performance of employees at Barclays Bank of Kenya. The author's main concern was to determine how different leadership styles influenced the overall performance of employees and the organization. The study used descriptive research survey from which 300 questionnaires were distributed to collect information from the respondents. The study analyzed 80 respondents from which inferential statistics were used to analyze the collected data. The findings depicted that employee overall performance was highly influenced by transformational leadership style, which had insignificant positive correlation with quality of performance. However, the study did not showcase how other styles of leadership influenced employee performance at the bank. The study addressed this by conducting a comprehensive measurement of other leadership style and why they do not fit to resolve employee performance.



Bass and Avolio (2003) did a study titled Predicting Unit Performance by Assessing Transformational and Transactional Leadership. The main study objective was to predict possible relationship between transformational and transactional leadership styles employed by 72 leaders holding senior positions in respected organizations based on their rating, cohesiveness and work performance in the US Army. The findings indicated that characteristics of transactional leadership style is mainly attributed to contingent reward and exception management of employees. However, the study did not showcase the model it used to assess and predict transformational and transactional leadership patterns among selected organizations. It is also clear that the study context was from a developed state. Thus, the study investigated predictive model used to measure performance unit and analyze whether the same measures can be incorporated into public sector organizations in Kenya.

Shafie, B., Baghersalimi, S. and Barghi, V. (2013) studied The Relationship between Leadership Style and Employee Performance. The data was collected from 260 employees working in different banks in Pakistan. As a result, the study revealed that organizational citizenship behaviour partially mediated the relationship between organizational justice and perceived organizational performance.

Ojokuku, Odetayo, & Sajuyigbe (2012) conducted a research on the Impact of leadership Style on Organizational Performance at Nigeria Bank in Nigeria. The sample size used by the researchers is 60. The study contained twenty of random picked banks in Ibadan regions in Nigeria. They issued structured questionnaires to the heads of accountants, heads of operations, and branch managers on face-to-face basis. Inferential statistical tool was used and one hypothesis was formulated to analyze data. Regression analysis was used to study the dimensions of significant effect of leadership style on followers and performance. The findings showed that there was positive and negative correlation between performance and leadership style. There was 23 percent variance of performance found in leadership style jointly predict organizational performance. This study concluded that transformational and democratic leadership styles have positive effect on both performance and followers and are highly recommended to banks especially in this global competitive environment.

Akram, et al. (2012) conducted a research title how leadership behaviors affect organizational performance in Pakistan. Sample size used by the researchers is 1000,

where 500 questionnaires were distributed to managers and another 500 to employees of various private and public-sector companies in 66 cities through random selection. Non-probability sampling technique is used in this study. Two questionnaires were designed for managers and employees. Questions were related to leadership behaviors and organizational performance. Five-point Likert scale was applied. Correlation analysis and regression analysis were applied to analyze the relationship and the effect of leadership behaviors on performance. Inferential statistics to test the reliability of questions, and the reliability was checked in term of Cronbach's Alpha. The findings concluded that leadership behaviors are interrelated and have high positive impact with employee performance. Though the study context was in Asian markets, it is paramount to replicate the same measures in public sector organizations in Kenya to determine whether similar results would be achieved from a different context.

A study by Leng, et al. (2014) measured The Impact of Leadership Styles on Employee Commitment in Retail Industry in Malaysia. The author wanted to find out the reason why employee performance in Malaysia's Retail industry is derailing. Sample size used by the researchers is 384. The researchers used questionnaires as the research instrument. SAS software version 9.3 was used to run tests of reliability, Pearson correlation and linear regression. The findings concluded that there was a significant impact of leadership styles towards employee commitment and performance levels. Since SAS software was used in the process, the study used SPSS software to observe whether similar outcome was achieved.

A research was conducted by Widayanti & Putranto (2015) on Analyzing the Relationship between Transformational Leadership and Transactional Leadership Style on Employee Performance in Bandung in Indonesia. The study selected a sample of 92 respondents. The main objective was to determine whether there was any significant relationship between transactional and transformational leadership to employee performance and the significant relationship between these two variables. Primary and secondary data were collected using open and closed ended questionnaires from which primary data was collected through Multifactor Leadership Questionnaire (MLQ) based on Slovin Theory method. Secondary data was collected from the office assessment of employee performance. Validity and reliability test were used to measure quality of data. The study instituted multiple regression and correlation analysis to find out the

relationship because it has more than one independent variable. Data was sent for pass the classic assumption tests such as multicollinearity test, normality test, heteroscedasticity test and autocorrelation test before multiple regression analysis. The result proved that transactional and transformational leadership has positive relationship and it effects to employee performance either concurrently or partially.

Nasir, et al. (2014) did a research to determine whether leadership style and organization performance influenced academic leaders in Klang Valley Area in Malaysia. The study used correlation methods to measure the relationship between leadership styles and organizational performance. Five public universities in Selangor were chosen. 201 academic leaders were chosen as the sample size. The questionnaire prepared in a form of closed-ended questions. Pilot test is used to test the consistency of questionnaire. Cronbach's alpha is used to test reliability. The findings concluded that leadership behaviour are interrelated and have high positive impact with organizational performance.

Mwita (2010) studied performance management model that defines a system-based approach to system quality. Mwita observed that performance management has a strong link with an organization strategic long-term goal. Managers have to constantly develop and use their abilities to the maximum level depending on the supervision programmes in place. For example, in organizations that employ technological systems to serve their prospective clients, managers have high expectations of performing better.

#### **2.2.4 Remuneration and Employee Performance**

Hameed, Ramzan, Hafiz, Kashif, Ghazanfar, and Muhammad A, (2014) studied the impact of compensation on the overall employee performance. The study used questionnaires to collect information on common factors associated with compensation such as salaries, direct and indirect rewards and overall employee performance. The study targeted major banks operating in the Pakistan capital. Moreover, descriptive and differential research analysis techniques were employed to analyze and sort collected information. Results from the findings showcased that compensation influenced employee overall performance. Correlation analysis results further revealed that independent variables had weak coefficients to each other. On the other hand, regression analysis depicted that the compensation factors were insignificant to the extent to which they influenced employee performance. Whereas the inferential

statistics results indicated weak regression and correlation analysis between independent and the dependent variables, the study used the same measures to figure out whether similar results would be experienced in the Kenyan public-sector organizations since their findings were based on private entities in Pakistan.

Oriana, Iwan and Imran (2007), did a study on Incentives for Managers and Inequality among Workers. The author's findings revealed that incentives given to managers affected not only the performance but also the overall productivity of workers when implemented across two channels of events. It was also apparent that workers earnings were highly influenced by the incentives given to managers which clearly showcased inequality among employees in lower managerial ranks. Even though managers incentives reflected how inequality among workers contributed to organizations productivity, the study failed to indicate the how inequality from managers influenced employee performance.

Owoyele (2017) studied the influence employee motivation and its impact on employee performance. The author focused on analyzing and reviewing applicable theories related to employee motivation. The study aimed at common factors that mainly influence employee performance. Thus, the main focus was both on intrinsic and extrinsic factors related to employee motivation in major organizations. Descriptive design was employed where 36 respondents were selected from various functional organization units. The findings of this study revealed that employee performance at the organization were highly satisfied with their jobs based on the motivational factors employed by the organization. For instance, the results revealed that extrinsic factors such as job security and monetary incentives motivated employees to perform their duties well.

According to a study conducted by Ahmad, Ali, Rehman, Khan and Waseemullah (2010) revealed that employees are highly likely to feel 'rewarded' and 'motivated' when they know that they are able to get fair pay with regards to the amount of work they do. The findings revealed that employees were more worried about discriminatory factors that may hinder fair pay policies which in turn deter their work performance levels. Moreover, the study further revealed that employees were highly driven to work in an organization of their choice for a long time if fair payment policies addresses all their needs.

Puwanenthiren (2011) did a study on reward system and its impact on employee motivation in commercial bank of Sri Lanka. The study found out that there is an increase in organizations environmental shifts that forces organizations to balance factors that would improve employee performance when employee contribution is balanced with the organizations contributions. The study also found out that most organizations use a fundamentally strategic approach to balance these factors focusing mainly on the three main components of a reward system as, compensation, benefits and recognition. From the context, the findings depict a comprehensive overview of how banks in Asia institute reward policy to improve employee performance. Though similar observations can be applied in Africa, there is no guarantee all concepts were applicable in the Kenyan context. Thus, the research found out concepts that were applicable in the Kenyan public-sector organizations.

Njeri (2013) studied the role of remuneration programs on employee performance in Kenyan public sector. The data was collected through questionnaires drawn from various departments, 82 of the staff participated in the study that formed 75% of the sampled population. In its major findings the study has identified major contributing factors on remuneration and motivation of staff as low salary and bonuses as identified from reasons for quitting their previous jobs found to be key in creating a competitive advantage based on improved performance. Though the findings are applicable to the study, the authors findings engulfed around remuneration without considering other possible factors that could influence employee performance.

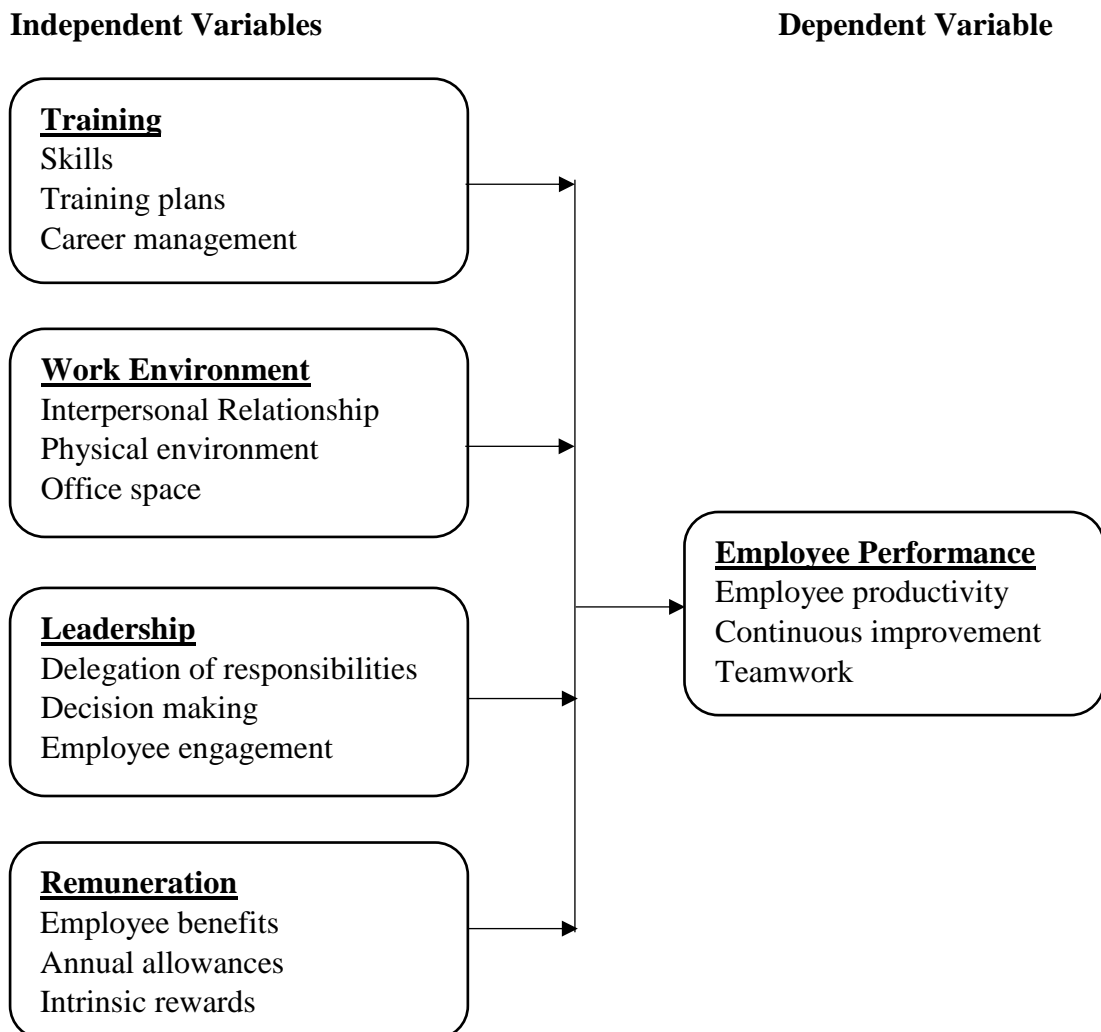
A study by Guest (2012) examined human resource management, corporate performance and employee wellbeing employees working under human resource management. The findings revealed that managers and employees influence organization performance. It was also evident that negative relationship leads to low levels of organization performance and commitment among the staff. Thus, managers should be tuned to their employees to foster a culture of rewarding employees based on their well-earned efforts.

### 2.3 Summary and Research Gaps

Researchers have investigated factors influencing the overall performance of employees in major organizations. It is evident that studies from Puwanenthiren (2011), Niemela (2002), Oriana (2007) and Ougo (2007) indicted that there is no uniform distinction or standard measure of performance since what constitutes performance varies among different public-sector organizations. From the literature it is also evident that survival of organizations highly depends on the employee performance levels. It is also apparent that most of the predictive models used to measure employee performance in organizations are not addressed to latter. To fill the identified gaps, the study conducted a further research to address these gaps from a Kenyan perspective. Also, the study replicated the same models to verify whether they were verified for analysis.

### 2.4 Conceptual Framework

**Figure 2.1 Conceptual Framework**



## 2.5 Operationalization of Variables

According to Shuttleworth (2015), is the definition of research variables into factors that are measurable in empirical and quantitative terms, while enhancing quality of results and robustness of the design.

**Table 2.1 Operational Framework**

<b><u>Independent Variables</u></b>	<b><u>Indicators</u></b>	<b><u>Measurement Scale</u></b>	<b><u>Measurement</u></b>
Training and Development	-Skills -Training plans -Career management	Ordinal scale	Linkert scale questions will be used
Work Environment	-Interpersonal Relationship -Physical environment -Office space	Ordinal scale	Linkert scale questions will be used
Leadership	-Delegation of responsibilities -Decision making -Employee engagement	Ordinal scale	Linkert scale questions will be used
Remuneration	-Employee benefits -Annual allowances -Intrinsic rewards	Ordinal scale	Linkert scale questions will be used
<b><u>Dependent Variable</u></b> Employee Performance	-Employee productivity -Continuous improvement -Teamwork	Ordinal scale	Linkert scale questions will be used

## 2.6 Chapter Summary

This chapter showcases theoretical literature review, empirical review, summary and research gaps, conceptual framework and operational variables. It also explains how the theories can be used to derive meaningful conclusion in relation to the study variables and objectives.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

This chapter provides the research design, target population, sampling design, data collection and data analysis.

#### **3.1 Research Design**

Cooper & Schindler (2006) stipulated that “descriptive research design defines a subject by creating a profile of a group of problems, people, or events, through the collection of data and tabulation of the frequencies on variables intended for research”. Therefore, this design is adopted descriptive research design. Mugenda & Mugenda (2003) stated that, the main goal of this type of research is to describe the data and characteristics about what is being studied.

#### **3.2 Target Population**

Mugenda & Mugenda (2003) defines target population as the specific population about which information is to be generated or a population is a well-defined or set of people, services, elements, and events, group of things or households that are being investigated. The study targeted 220 employees from human resource department at Kenya Ports Authority as depicted below;

**Table 3.1 Target Population**

<b>Category</b>	<b>Target Population</b>	<b>Percentage</b>
Top Level Management	8	4
Middle Level Management	20	9
Support Staff	192	87
<b>Total</b>	<b>220</b>	<b>100</b>

**Source: Kenya Ports Authority (2018)**

#### **3.3 Sampling and Sampling Technique**

The sampling frame describes the list of all population units from which the sample will be selected (Cooper & Schindler, 2003). The sample size was 110 respondents. According to Kerlinger (2004), an ideal sample size should be between 10% -50%. Based on this, a sample size of 30% of the target population was considered as show below;



**Table 3.2 Sample Size**

<b>Category</b>	<b>Target Population</b>	<b>Sample Size (50%)</b>	<b>Percentage</b>
Top Level Management	8	4	4
Middle Level Management	20	10	9
Support Staff	192	96	87
<b>Total</b>	<b>220</b>	<b>110</b>	<b>100</b>

**Source: Kenya Ports Authority (2018)**

### **3.4 Research Instrument**

The researcher obtained primary data through administration of questionnaires. A questionnaire is a series of written questions on a topic about which the respondents' opinions are sought Lyon (2007). The questionnaires were derived from the objectives of the study and highly dependent on the literature review of the study. This instrument was divided into two parts; part A for general information about the respondents and part B for specific questions. The study used questionnaires because they are economical and are easy to score. The questionnaires were comprised of open and closed-ended questions. Questionnaires were used because they were easy to administer and the presence of the researcher was not required during data collection process.

### **3.5 Pilot Study**

According to Kothari (2008), a pilot study involves conducting a preliminary research to find out the cost-effectiveness of a project, occurring events in a study and reliability and validity with an aim of predicting a suitable sample size for analysis. Based on this, the study used a sample of 11 randomly selected respondents to participate in the pilot study. According to Connelly (2008), present literature suggests that a pilot study sample should be 10% of the sample projected for the larger parent study is appropriate. Feedback from the respondents was used to eliminate any traces of vague questions and biases administered by the researcher. Afterwards, the questionnaires were corrected before the final circulation was done. The pretested questionnaires were not included in the final questionnaires.

### **3.5.1 Validity**

Validity represents the extent to which the research outcome represents the actual phenomenon under the study (Sekaran, 2010). To enhance validity, the questionnaires were designed in relation to the research objectives and showcase common factors that reveal association between variables. To add to that, the questionnaires were presented to the university research supervisor to cement its proof of validity. The main reason for validating the questionnaires was to assess the structure and appropriateness of the questions and make the relevant adjustment before conducting a field study.

### **3.5.2 Reliability Test**

Reliability of research instruments is the extent to which results are consistent over time and are an accurate representation of the population under study (Joppe, 2000). The researcher ensured reliability of the instruments by making sure that the objectives of the study were well captured in the research instruments. The study used test-retest reliability which measures reliability of questionnaires by conducting the same test twice. The test was correlated to evaluate the test of stability over time (Joppe, 2000b). The study also tested for inter-rater reliability and average inter-item correlation reliability of the questions. Thus, a Cronbach's alpha of 0.7 and above was deemed appropriate.

### **3.6 Data Collection Procedure**

The study obtained necessary documents, including introduction letter from Management University of Africa before commencing data collection. The questionnaires were hand delivered to the respondents. Respondents were briefed about the purpose of the study. The use of questionnaires made it easier to collect information from selected respondents.

### **3.7 Data Processing and Analysis Methods**

This study adopted qualitative and quantitative analysis which according to Cooper & Schindler (2003) the analysis processing should begin once data is gathered and sorted and should end during interpretation and presentation of the findings. The data was collected and analyzed by the use of SPSS. The data was subjected to validation and verification checks. Accuracy, completeness and clarity was checked and a sequence of steps were applied to convert the raw data into systematic categories. For completeness, the researcher checked whether the questions in the forms were

answered. The data collected was coded and this involved conversion of data into numerical codes representing attributes or measurements of variables (Connelly, 2008). The researcher undertook regression analysis to find out the relationship between the regression coefficients that explained why they influence employee performance. Regression model below was employed;

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + e \text{ Where;}$$

Y - Employee performance

X1 - Work environment

X2 - Leadership

X3 - Remuneration

e - Random error term

$\beta$  - Constant

### **3.8 Ethical Considerations**

#### **3.8.1 Informed Consent**

This was represented by an introduction letter attached to questionnaire. Consequently, the selected respondents were consulted before they participate in the research study.

#### **3.8.2 Voluntary Participation**

The respondents were not forced to participate in the study. Instead, respondents were informed about the purpose of the study before they made their own informed consent. The respondents were also on liberty to choose whether to participate or not.

#### **3.8.3 Confidentiality**

Respondents were briefed on the code names they used instead of their real names. This ensured that their identity was protected from any other participant and the organization itself.

#### **3.8.4 Privacy**

Kothari (2008) asserts that any respondent participating in a research study is entitled to privacy as part of the ethical consideration. To ensure the privacy of the respondents, the questionnaires were distributed to the respondent's workstation or any other private area they feel safe. This ensured that there was no interference or influence from other respondents.

### **3.8.5 Anonymity**

The research collected and presented the research findings without revealing the identity of the participants or any other details that might lead to them. Based on this, the respondents were advised not to include their names or identification details. Rather, they were assigned code names during the research process.

### **3.9 Chapter Summary**

This chapter focused on identifying appropriate research design for the study; the target population and the right sampling design and technique to be used; construct and explain research instrument to be employed and explain how the pilot study was instituted. Also, the chapter elaborated on the data analysis techniques used and how respondents' ethical considerations was met.

## CHAPTER FOUR

### RESEARCH FINDINGS AND DISCUSSION

#### 4.0 Introduction

This chapter highlights data analysis techniques employed to interpolate raw data from the field. This chapter also comprises of data presentation of the research findings, limitations and challenges encountered by the researcher and chapter summary.

#### 4.1 Presentation of Findings

From 110 questionnaires issued to the respondents, 81 questionnaires were returned and were dully filled correctly. From 29 remaining questionnaires, 20 of them were returned but did not have appropriate feedback for the study while 9 of them were not returned.

**Table 4.1 Response Rate Analysis**

Category	Frequency	Percentage
Returned	81	74
Spoilt	20	18
Not returned	9	8
<b>Total</b>	<b>110</b>	<b>100</b>

The findings from table 4.1 indicate that 74 % of the respondents participated in the study, 18% of them were spoilt while 8% were not returned for analysis. This implies that the response rate was a good representation of the study population. The analysis was in agreement with Cooper and Schindler (2014) analogy that a response rate that is above 50% was appropriate for data analysis.

**Table 4.2 Gender Analysis**

Category	Frequency	Percentage
Male	47	58
Female	34	42
<b>Total</b>	<b>81</b>	<b>100</b>

The study findings indicate that majority of the respondents at 58% were male respondents while 42% were female respondents. The findings imply that Kenya Ports

Authority adhered to the gender imbalance ratio of one third female representation which is in line with the Kenyan constitution (2010) which states that gender equity should not exceed 66% for either gender.

**Table 4.3 Age of the Respondents**

Category	Frequency	Percentage
18-20	16	20
31-40	24	30
41-50	27	33
51 years and above	14	17
<b>Total</b>	<b>81</b>	<b>100</b>

The study sought to find out the age bracket of the respondents who participated in the study. The findings depict that 33% of the respondents were aged between 41-50 years, followed by 30% were between 31-40 years, 20% were between 18-20 years and 17% of the respondent were 51 and above years old. The analysis imply that the age distribution was well crafted by the organization. It was also evident that the organization constitutes of experienced and mature employees between 41-50 years of age. At the same time, youthful workforce between 31-40 years indicates that transitional changes within the organization may affect employee performance in the long run.

**Table 4.4 Highest Level of Education**

Category	Frequency	Percentage
Secondary level	6	7
College level	30	37
University level	45	56
<b>Total</b>	<b>81</b>	<b>100</b>

In order to determine the highest level of education of the respondents who participated in the study, majority of the respondents at 56% were university graduates, 37% were college graduates and 7% of the respondents reached secondary level of education. This analysis implies that Kenya Ports Authority employees are highly educated to handle any challenge within the organization.

**Table 4.5 Length of Service**

<b>Category</b>	<b>Frequency</b>	<b>Percentage</b>
Less than 2 years	9	11
2 – 6 years	38	47
6 – 10 years	20	25
Above 10 years	14	17
<b>Total</b>	<b>81</b>	<b>100</b>

Concerning length of service within the organization, it is evident that majority of the respondents at 47% had served the organization for 2-6 years, followed by 25% who have worked for 6-10 years, 17% have served for more than 10 years and 11% of the respondents have served the organization for less than 2 years. This implies that Kenya Ports Authority employees have vast experience on matters concerning organization performance and employee development.

#### **4.1.2 Training and Development**

**Table 4.6 Whether Training and Development affect Employee Performance**

<b>Category</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	51	63
No	30	37
<b>Total</b>	<b>81</b>	<b>100</b>

The study sought to determine whether training and development affects employee performance in the public sector. The findings reveal that 63% of the respondents were in agreement with the statement while 37% of the respondents stated otherwise. The findings imply that effective training and development programmes can easily influence performance of employees at Kenya Ports Authority.

**Table 4.7 Effectiveness of Training and Development**

Category	Frequency	Percentage
Very effective	37	46
Effective	24	30
Less effective	11	13
Not effective	9	11
<b>Total</b>	<b>81</b>	<b>100</b>

In order to find out whether training and development programmes within the organization are effective, the findings revealed that 46% of the respondents agreed with the sentiments, 30% of the respondents stated effective, 13% and 11% of the respondents were of the opinion that training and development programmes were less effective and no effective respectively. The findings imply that Kenya Ports Authority employs training and development programmes to sharpen employee skills and effectiveness.

**Table 4.8 Statement on Training and Development**

Statement	Strongly Agree	Agree	Undecided	Disagree	Strongly disagree
Chances of employee promotion is based on the skills and experience	40% (32)	28% (23)	23% (19)	9% (7)	0%
The organization has a solid policy of employing employees based on their professional certification	35% (28)	42% (34)	12% (10)	10% (8)	1% (1)
Employees acquire regular training that is relevant to their work	38% (31)	33% (27)	19% (15)	10% (8)	0%
The organization offers career development programs to improve employee performance	25% (20)	20% (16)	6% (5)	37% (30)	12% (10)
<b>Total = 81</b>					



Analysis from table 4.8 indicate that majority of the respondents at 42% agreed that policy framework is in place to select candidates based on their qualifications, followed by 40% who strongly agreed that employee promotion is highly based on skills and experience, 38% strongly agreed that employees under go regular training that is relevant to their areas of specialization. On the contrary, 37% of the respondents disagreed with the notion that public organizations offer career development programmes to improve their performance. The analysis implies that Kenya Ports Authority initiates training and development programmes based of prescribed policy of employing employees based on their professional qualification, skills and experience.

### 4.1.3 Work Environment

**Table 4.9 whether working environment affects employee performance**

Category	Frequency	Percentage
Yes	59	73
No	22	27
<b>Total</b>	<b>81</b>	<b>100</b>

The study sought to determine whether working environment affects employee performance in the public sector. The findings revealed that 73% agreed that working environment affects employee performance while 27% of the respondents disagreed with the statement. The high response agreement from the respondents indicates working environment does have a significant influence on employee performance.

**Table 4.10 Statement on working environment**

Statement	Strongly Agree	Agree	Undecided	Disagree	Strongly disagree
Employee performance is highly affected by emotional factors	36% (29)	28% (23)	22% (18)	12% (10)	1% (1)
Employee relationships within these organization influence their performance	32% (26)	42% (34)	16% (13)	6% (5)	4% (3)
Overworking employees affects their concentration levels and performance	47% (38)	25% (20)	15% (12)	11% (9)	2% (2)

The organization has an open space and enough lighting	30% (24)	40% (32)	13% (11)	12% (10)	5% (4)
<b>Total = 81</b>					

As stipulated in table 4.10, 47% of the respondents strongly agreed that overworking employees affected their performance levels, 42% of the respondents noted that employee relationships fostered their performance levels, 40% were of the opinion that open space and presence of lighting within departments is conducive for work and 36% of the respondents asserted that emotional factors affected employee performance. From the findings, it is evident that working environment lowered employee concentration level and performance in general.

#### 4.1.4 Leadership Style

**Table 4.11 whether leadership style affects employee performance**

Category	Frequency	Percentage
Yes	50	62
No	31	38
<b>Total</b>	<b>81</b>	<b>100</b>

Table 4.11 showcase that majority of the respondents at 62% agreed that leadership style influenced employee performance while 38% of the respondents stated otherwise. The analysis implies that employee performance can be highly linked to an organizations management team in place.

**Table 4.12 Performance of Leadership within the organization**

Category	Frequency	Percentage
Excellent	37	46
Very good	24	30
Good	11	13
Poor	9	11
<b>Total</b>	<b>81</b>	<b>100</b>

On rating the performance of leadership style within the organization, it was evident that majority of the respondents at 46% rated the performance of leadership to be excellent, followed by 30% who thought it was very good, 13% and 11% of the respondents rated leadership style to be good and poor respectively.

**Table 4.12 Statement on Leadership style**

<b>Statements</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Undecided</b>	<b>Disagree</b>	<b>Strongly disagree</b>
Supervisors have mastered their job well and are competent	33% (27)	31% (25)	22% (18)	10% (8)	4% (3)
The management team offers supportive guidelines while maintaining a positive working relationship with employees.	32% (26)	30% (24)	17% (14)	19% (15)	2% (2)
The management team delegates duties to selected group members	27% (22)	37% (30)	20% (16)	11% (9)	5% (4)
Employees are free to express their concerns to their managers	28% (23)	25% (20)	26% (21)	15% (12)	6% (5)
<b>Total = 81</b>					

Findings on table 4.12 depict that 37% of the respondents felt that management team delegated important duties to their subordinates from various groups, 33% opined that supervisors mastered their jobs and competency as well, 32% indicated that supportive guidelines fostered positive work relationship between the management and its employees and 28% of the respondents noted that employees in the organization are free to express their views and concerns about their superiors.

#### **4.1.5 Remuneration**

**Table 4.13 Whether remuneration affects employee performance**

<b>Category</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	56	69
No	25	31
<b>Total</b>	<b>81</b>	<b>100</b>

The study sought to determine whether remuneration affects employee performance in the public sector. The findings revealed that majority of the respondents at 69% agreed with the statement while 31% of the respondents disagreed. This implies that rewarding employees through remuneration programmes influenced their attitude towards performance.

**Table 4.14 Frequency of Employee Remuneration programmes**

Category	Frequency	Percentage
Very often	41	51
Often	27	33
Less often	8	10
No idea	5	6
<b>Total</b>	<b>81</b>	<b>100</b>

Concerning how often employee remuneration programmes are conducted, majority of the respondents at 51% stated that employee remuneration programmes are done very often, 33% indicated often, 10% indicated less often and 6% of the respondents have no idea whether how often remuneration programmes are done. The analysis implies that Kenya Ports Authority frequently updates remuneration programmes to cater for employee raising needs.

**Table 4.15 Statements**

Statement	Strongly Agree	Agree	Undecided	Disagree	Strongly disagree
Employee's salaries are always paid on time	36% (29)	28% (23)	22% (18)	12% (10)	1% (1)
The organization has a fair employee benefits package that is equitable	32% (26)	42% (34)	16% (13)	6% (5)	4% (3)
Employee allowances are paid well by the organizations	47% (38)	25% (20)	15% (12)	11% (9)	2% (2)
Employees are rewarded based on their efforts and strengths they put	30% (24)	40% (32)	13% (11)	12% (10)	5% (4)
<b>Total = 81</b>					

The study findings revealed that majority of the respondents at 47% strongly agreed that employee allowances are paid well by the organization, 42% of the respondents asserted that the organization has a fair employee benefit package that is equitable, 40% stated that many employees were rewarded based on their work efforts and strengths. The findings imply that Kenya Ports Authority have a clear policy on employee remuneration.

#### **4.2 Limitations of the Study**

Obtaining information from the respondents was an uphill task due to restrictive measures concerning information to third-party organization or individuals. This was addressed by issuing an introductory letter from the university indicating that the research was for the academic purpose and not for any malpractice.

Some respondents did not find time to participate in the study due to busy work schedules. Thus, instances of incomplete questionnaires and failure by the respondents to provide objective responses were witnessed; some respondents questioned the study objective and requested approval from the company. To win their trust, an explanation was given concerning the importance of the study to the organization and a letter of approval from the management team addressed legitimacy concerns raised by the respondents.

#### **4.3 Chapter Summary**

This chapter presented summary of data analysis and the number of respondents who participated in the study. It also highlighted demographic background of the participants, how data was sorted, analysed and presented, and limitations experienced by the researcher while collecting data from the respondents.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.0 Introduction**

This chapter comprises of summary and conclusion of the study based on the findings detailed in chapter four. It also provides recommendations based on the study's conclusions which can therefore lead to appropriate mechanisms to improve employee performance in the public sector.

#### **5.1 Summary of Findings**

On whether training and development affected employee performance in public sector organizations, the findings revealed that 63% of the respondents were in agreement with the statement while 37% of the respondents stated otherwise. Concerning the effectiveness of training and development programmes, 46% of the respondents agreed that training and development programmes were very effective in the organization. The study findings are related to Abang, May, and Maw (2009) study that found out that training and technology are the most common human resource management practices that stimulates organization performance.

The study sought to find out whether working environment affected employee performance in the public sector. The findings revealed that majority of the respondents at 73% agreed that working environment influenced employee performance in the public sector. The findings revealed that 47% of the respondents agreed that overworking employees affected their performance levels. The findings are in line with Niemela, Hannula, Routio, Reijula & Railio (2002) who found out that office design encourages employees to work in a certain way by the way their work stations are built. Thus, work environment can either increase or decrease employee performance levels.

Based on the findings, 62% of the respondents agreed that leadership style influenced employee performance in the public sector. When asked about performance of leadership style used by the organization, 46% of the respondents approved leadership style to be excellent across all organizational divisions. This meant that supervision in the organization was well mastered by the management team. Connecting the study to Anyango's (2015) findings, it was apparent that employee overall performance was

highly influenced by transformational leadership style, which had insignificant positive correlation with quality of performance.

The study findings revealed that 69% of the respondents agreed that remuneration influenced employee performance in the public sector. On the consistency of remuneration programmes within the organization, programmes are done very often to familiarize employees with the organizational objectives and goals. In relation to the studies from the empirical review, the study agrees with Owoyele (2017) who revealed that extrinsic factors such as job security and monetary incentives motivated employees to perform their duties well.

## **5.2 Conclusions**

The findings imply that Kenya Ports Authority employs training and development programmes to sharpen employee skills and effectiveness. The analysis implies that Kenya Ports Authority initiates training and development programmes based on prescribed policy of employing employees based on their professional qualifications, skills and experience.

From the findings, it is evident that working environment lowered employee concentration level and performance in general. This means that overworking employees affected their performance levels.

The analysis implied that employee performance can be highly linked to an organizations management team in place. It was also evident that performance levels at Kenya Airports Authority were excellent based on the respondent's perspective.

The study findings revealed that rewarding employees through remuneration programmes influenced their attitude towards performance. The analysis implied that Kenya Ports Authority frequently updates remuneration programmes to cater for employees raising needs. It was also evident that a clear policy on employee remuneration has been designed to cater for employee needs.

### **5.3 Recommendations**

The study suggests the following recommendations;

The study recommends that training and development programmes within the organization should be employee driven. This will enable employees to familiarize themselves with necessary skills required and avail employee development plan that will foster performance levels in the organization.

The organization should ensure that leadership style employed does not hinder employee growth and development. To achieve this, the organization must enhance management skills to ensure supervisors practice positive leadership that will allow employees to have a sense of belonging.

Working environment in any organization determines the employee performance levels to a great extent. Based on this, the organization should ensure that the working environment fosters a culture of creativity and innovation. Enhancing employee creativity levels stimulates their functionality thus encouraging them to think outside the box.

Remuneration policy in the organization should be flexible enough to accommodate employee needs and wants that are essential towards their performance. This can be achieved through provision of straight forward compensation plan that provides a timely feedback on common issues affecting employee performance.



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## **APPENDIX I: INTRODUCTION LETTER**

**Date:** \_\_\_\_\_

**Dear Respondents,**

**RE: Factors Affecting Employee Performance in the Public Sector in Kenya: A Case Study of Kenya Ports Authority (KPA)**

I Gatwiri Christine Gitonga a student from Management University of Africa is pursuing Bachelor of Management and Leadership specializing in Business Management. As a requirement from the University, I am supposed to conduct a research study on factor affecting employee performance in the public sector with specific reference to Kenya Ports Authority.

Kindly assist in answering questions on the attached questionnaire with accurate information that will be used for academic purpose only. Confidentiality will be observed and no information will be shared to any third-party organization.

Your assistance will be highly appreciated.

Yours faithfully,

**Gatwiri Christine Gitonga**

## **APPENDIX II: RESEARCH QUESTIONNAIRE**

The purpose of the questionnaire is to gather information on employee performance in the public-sector organizations in Kenya. Data gathered will be strictly confidential and no part of it will be shared to any third-party organization or individual. Kindly answer the following questions by applying a tick (✓) on the appropriate box or explain in detail in the space provided.

### **Section A: Personal Information**

#### **1. Gender**

Male [ ]                      Female [ ]

#### **2. Age of the Respondents**

18 – 30                                      [ ]

31 – 40                                      [ ]

41 – 50                                      [ ]

51 years and above                      [ ]

#### **3. Highest Level of Education**

Secondary Level                                      [ ]

College Level                                      [ ]

University Level                                      [ ]

#### **4. Length of Service at Kenya Ports Authority**

Less than 2 years                                      [ ]

3 – 6 years                                      [ ]

7 - 10 years                                      [ ]

Above 10 years                                      [ ]

### **Section B: Training and Development**

5. The organization has a training and development plan for their employees

Yes                      [ ]                      No                      [ ]

If yes, how effective is the training and development plan in your organization

Very effective [ ] Effective [ ] Less effective [ ] Not effective [ ]

6. Please indicate your personal view on the following statements concerning training and development in the organization.

Statement	Strongly Agree	Agree	Undecided	Disagree	Strongly disagree
Chances of employee promotion is based on the skills and experience					
The organization has a solid policy of employing employees based on their professional certification					
Employees acquire regular training that is relevant to their work					
The organization offers career development programs to improve employee performance					

### Section C: Work Environment

7. Does working condition affect employee performance in the public sector?

Yes      [   ]      No      [   ]

If yes, please explain

.....  
 .....



8. Kindly indicate your level of agreement with the following statements concerning work environment and employee performance.

Statement	Strongly Agree	Agree	Undecided	Disagree	Strongly disagree
Employee performance is highly affected by emotional factors					
Employee relationships within the organization influence their performance					
Overworking employees affects their concentration levels and performance					
The organization has an open space and enough lighting					

#### Section D: Leadership style

9. Does leadership affect employee performance in public sector organizations?

Yes [ ] No [ ]

If yes, how would you rate performance of leadership in your organization?

Excellent [ ] Very good [ ] Good [ ] Poor [ ] Very Poor [ ]

10. Please indicate your views on the following statement on leadership in relation to employee performance.

Statement	Strongly Agree	Agree	Undecided	Disagree	Strongly disagree
Supervisors have mastered their job well and are competent					
The management team offers supportive guidelines while maintaining a positive working relationship with employees.					
The management team delegates duties to selected group members					
Employees are free to express their concerns to their managers					

### Section E: Remuneration

12. Does remuneration affect employee performance in public sector organizations?

Yes ☐ No ☐

If yes, how often does your organization reward employees?

Very often ☐ Often ☐ Less often ☐ No idea ☐

13. Please indicate the extent to which you agree or disagree with the following statement concerning remuneration and employee performance.

<b>Statement</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Undecided</b>	<b>Disagree</b>	<b>Strongly disagree</b>
Employee's salaries are always paid on time					
The organization has a fair employee benefits package that is equitable					
Employee allowances are paid well by the organizations					
Employees are rewarded based on their efforts and strengths they put					

**Thank you for your cooperation**